

To:	Trust Board
From:	Martin Rayson
Date:	7 November 2017
Essential Standards:	

Title:	Staff Engagement Report –Freedom To Speak Up
Author/Responsible Director:	Mr Martin Rayson, Director of Human Resources and OD Jayne Warner – Freedom To Speak Up Guardian

Purpose of the Report:

The report has two parts. The first provides the Board with an outline on how staff will be engaged with the 2021 programme. The second part of the report provides an update update on our Freedom To Speak Up activities and quarterly data collection ahead of submission to the office of the national guardian.

The Report is provided to the Board for:

Decision	<input type="checkbox"/>	Discussion	<input type="checkbox"/>
Assurance	<input checked="" type="checkbox"/>	Information	<input checked="" type="checkbox"/>

Summary/Key Points:

See above

Recommendations:

The Board are asked to note the latest freedom to speak up data.

Strategic Risk Register: Mitigates the following risk – “Failure to sustain engaged workforce”	Performance KPIs year to date
--	--------------------------------------

Resource Implications (e.g. Financial, HR)

Assurance Implications:

Patient and Public Involvement (PPI) Implications.

Equality Impact

Information exempt from Disclosure
None

Requirement for further review?

STAFF ENGAGEMENT ON 2021

At a previous Board meeting, we discussed and agreed the 2021 strategy page, which included the new “vision”, ambitions for our services, patients and staff and the 2021 programme structure. The Board are receiving more detail on the strategy today. In this section of the staff engagement report I will outline how we intend to engage staff on the 2021 programme.

Having a strong strategic narrative (a story about the future) is one of the key drivers of staff engagement. The lack of a clear narrative is one of the things that is holding back staff engagement at ULHT. There is a sense that our staff lack a sense of hope and a real belief that the Trust can achieve sustained improvement. That has not been many people’s experience of the Trust. This lack of narrative has been a consequence of the Trust’s inability to tie down its plans for the future. Through LHAC and then the STP the Trust has been talking about significant change for some time, but we have struggled to make progress in terms of implementation.

The 2021 strategy and programme provides a great opportunity to set out a change pathway and create a sense of hope in the future. In the summer we held a “big conversation” with around 250 staff, to introduce them to 2021 and the challenges and dilemmas that the Trust faces. We now need to move swiftly to follow this up and raise the profile of 2021, creating (if possible) as sense of excitement around it for our staff.

2021 is an evolving strategy. Our staff of course (particularly when we have talked about change for some time) want to know precisely what it will mean for them. We are some way from doing that, but want to engage staff now around our vision, ambitions and our values. We need to make the 2021 engagement campaign different to what has gone before, in order to counter any cynicism. We also want to give an opportunity to people to help shape the future, rather than simply respond to proposals presented to them.

The period between now and the end of December will be used to raise the profile of 2021. At the end of November we will hold a number of further “conversations”, inviting back those who attended in the summer and asking them to bring a friend. We want this group to be our “ambassadors” for 2021, spreading the word and some enthusiasm. We will use the events planned to equip them for the task and ask them how most effectively we can engage with staff.

We are also launching the new staff charter as part of 2021, emphasising the two-way deal it sets out, how it defines our expectations of staff and of the organisation and the behaviours that define the way we want to be. There will be an on-going campaign around the charter (linked to 2021) to pick up on its key themes and work to embed the charter in our workforce processes.

Following the events at the end of November, we intend to get out into every part of the organisation to ensure all staff are aware of 2021. These short sharp briefings will be delivered by Executives, their deputies and Non-Executives and will take place at formal meetings taking place during December, as well as informally in workplaces. This will be accompanied by a social media campaign.

In the New Year, whilst we will ensure 2021 sustains a high profile, we will be focusing more on engaging staff on specific issues, providing them with opportunities to shape the future, through further “big conversations” and a re-launch of the 2021 Ideas scheme.

Freedom to Speak Up Guardian

Update to Trust Board

National Guardian's Office

- **FTSU and CQC Inspection**

In the previous update to Board two specific areas were reported that the National Guardian had highlighted Trusts needed to strengthen which would be considered during CQC visits. These were making sure suspended staff had access to the Guardian and highlighting the Guardian to minority and vulnerable groups of staff in the Trust.

The Trust has worked to address these issues. The standard text of the HR suspension letter to staff has been amended by the HR team to include a paragraph referencing the FTSU Guardian and advising the staff member that this could be a route for them to raise concerns.

The FTSU Guardian has been invited to speak at both the BAME Staff Equality Network and the LGBT and Staff Equality Network during October. This will be used as an opportunity to raise awareness of the Guardian role and ask for support to finding ways to further engage and raise awareness with the groups of staff.

- **Survey of Guardians**

All Guardians in the country were asked to respond to a Guardian questionnaire issued by the National Guardians Office. The report from this survey has now been published and is attached as appendix A for information. The report made a number of recommendations based on the findings and the FTSU Guardian is working with the support of the Director of Finance to ensure that the Trust has considered all of the recommendations. Particularly in relation to ensuring that the Trust can provide ring fenced time for the Trust FTSU Guardian to spend on Guardian work.

FTSU Champions

The Lead Chaplain has now attended the FTSU training provided by the National Guardians Office to support training the Trust chaplains to act as FTSU Champions for the Trust. The FTSU Guardian is also considering an approach which has been developed in other Trusts to identify champions from a variety of staff groups to further encourage staff to speak up.

Data Collection

The National Guardian's Office are now collecting and publishing quarterly data on FTSU. The next data collection will take place during November, requesting data from the quarter 1 July 2017 to 30 September 2017

Reporting Period	July 2017 – September 2017
Number of issues raised	4
Number of issues raised anonymously	1
Nature of issue – Patient Safety	0
Nature of issue – Bullying/ harassment	4
Did reporter describe having suffered detriment from speaking up	2
Staff Groups referrals came from	3 Nursing 1 Admin
Feedback Obtained	Method to obtain feedback still to be agreed